

Office for the Coordination of Humanitarian Affairs (OCHA)  
Policy Development and Studies Branch (PDSB)  
Gender Advisory Team (GAT)



# 2010 Gender Action Plan

including summary of GAP 2009



## The Gender Action Plan 2010

### Introduction:

OCHA issued a policy on gender equality in 2005, recognizing that the successful implementation is a shared responsibility of all OCHA staff. The Gender Action Plan (GAP) is the main tool for OCHA to report on progress on gender equality. The GAP 2010 is the first plan based on the OCHA Strategic Framework 2010-13, and aims at ensuring that gender issues are fully mainstreamed in all the strategic objectives.

All field offices and HQ branches are required to develop, submit and report on a Gender Action Plan.

### Summary of the Gender Action Plans for 2010:

- 17 country and regional offices submitted a GAP for 2010. That is just above 50% of the field offices, which is still short of the 75% target.
- All regional offices have submitted a GAP.
- Although the quantity is less than expected, the quality of the GAPs is better than ever.
- On HQ level, fewer branches and sections have submitted a GAP than in previous years.

### Challenges:

- The development of the GAPs is still not integrated in the branch/FO/RO procedures, and deadlines are, with some notable exceptions, not respected. Steps are being taken in order to link the GAP process to the overall work plan process.
- Once developed and submitted, it is unclear whether the GAP is consulted on a regular basis. The fact that not all offices/branches report on the GAP may confirm this impression.
- The gender action planning is perceived as an add-on activity. It needs to be firmly planted within the larger strategic planning process.
- While the field offices have stepped up their commitment to the Gender Action Plan, HQ has been slower than normal to respond, resulting in fewer branches submitting a GAP than in previous years.

### The following FOs and ROs have submitted a GAP for 2010:

- Chad
- Colombia
- DRC
- Ethiopia
- Indonesia
- Iraq
- Kenya
- Myanmar
- Nepal
- Niger
- Somalia
- Zimbabwe
- ROAP
- ROLAC
- ROMENACA
- ROSEA
- ROWCA

### HQ branches/units with a GAP for 2010:

- CISB
- CERF
- CRD
- DPSS
- ERSMB
- ESB
- HCSS
- HSU
- PDSB

**Key priorities for 2010:**

Although field offices have developed GAPs related to their respective contexts, there are some general patterns that can be seen across the GAPs. The three most common outputs for 2010 can be grouped as follow:

- Provide training on gender, GBV and/or PSEA, including ensure staff is completing the e-learning course;
- Implement the Gender Marker and ensure that gender is mainstreamed in planning and report documents;
- Increase the use of sex- and age-disaggregated data in Sit Reps, needs assessments and other documents

### **Summary of GAPs 2009**

Of the 12 field offices with a GAP for 2009, seven submitted an end-of year report. At Headquarters, Seven of 10 branches/sections submitted their end-of-year report. One reason for failing to reach the 100% mark could be the frequent rotation of staff in the role as gender focal points.

**HQ at a glance:**

At Headquarters, the branches/sections have managed to implement the majority of planned activities. In some cases, though, some overarching activities have been removed from the work plan and some branches/sections also mention budget cuts as a reason for not being able to reach the targets.

CERF had a specific section on gender in its annual report, and its newsletters and factsheets included funding allocations for women, girls, boys and men. Gender issues were also considered and integrated in the revised application and reporting templates.

The Communication and Information Services Branch (CISB) finalized the production of the Stop Rape Now campaign and supporting material, and IRIN exceeded its target of 5% of published articles with gender content. In addition, 30% of the radio broadcast in Somalia and Afghanistan included gender issues.

The Coordination and Response Division (CRD) reported that a gender perspective had been included in last year's Early Warning – Early Action reports. Desk officers were also actively engaged in encouraging field offices to integrate gender in their activities, including by urging them to develop and submit the GAP.

The Displacement and Protection Support Section (DPSS) made sure to link the work of ProCap to GenCap. DPSS also included a gender analysis in its priority countries, and gender concerns related to displacement were included in all protection trainings held in 2009 (three in total).

The Emergency Services Branch (ESB) continued to track gender balance in training and recruitment, while gender was included in activities related to UNDAC and Civil-Military Coordination trainings.



The Humanitarian Coordination Support Section (HCSS) integrated gender in three regional humanitarian action workshops, while elements were also included in RC/HC workshops. Gender was mainstreamed in the draft of the RC/HC Coordination Handbook, which also included a chapter dedicated to gender equality.

The Human Security Unit (HSU) developed its first GAP; during 2009 it ensured that concept notes and project proposals were analyzed against gender content. In addition, two workshop on human security integrated gender.

The Policy Development and Studies Branch (PDSB) started the development of the Gender Marker as a joint project with other branches and sections, as well as with four field offices. An e-learning course on gender and humanitarian action was developed and ready for launch in 2010, while support on gender equality continued to be offered to the HCTs through GenCap.

### **Field offices at a glance:**

In Indonesia, a draft report on how to address gender issues in joint UN programmes was developed and submitted to the RC. The Indonesia office received a second GenCap deployment in late 2009.

An inter-agency training on SEA was organized for 52 participants in Nepal, and a reporting mechanism was put in place in May. The Nepal office also distributed the Gender Handbook and a checklist for strengthening gender mainstreaming in the CAPs. In Niger, gender issues were addressed in the flood response for one sub-office.

While promoting the collection and use of sex- and age-disaggregated data (SADD) in reports and documents is an ongoing process for most of the offices, Zimbabwe reports that the inter-agency assessment tool for disasters is drafted so that SADD will be collected. The Zimbabwe office also made also sure that gender is included in its CAP workshop. A training of PSEA trainers was organized in 2009.

The regional office for the Asia-Pacific (ROAP) also reports on advances made on PSEA awareness in 2009, during which two sessions were held. Gender was also integrated in two regional contingency planning workshops, and ROAP surge deployments in the region advocated for gender mainstreaming in all activities.

In Africa, the regional office for southern Africa (ROSA, renamed ROSEA in 2010) managed to mainstream gender in 10 of 14 national contingency plans, while advocacy to include gender in the remaining four are planned. In cooperation with UNFPA, ROSA has also successfully advocated for the integration of SADD in evaluation formats for four UNCTs, while CERF applications and reports are routinely screened to check if gender is mainstreamed.

The regional office for Latin America and the Caribbean (ROLAC) successfully mainstreamed gender in a workshop for UN Emergency Technical Teams (UNETT), and hosted and supported a workshop on gender and humanitarian action for national disaster response mechanisms, national gender entities and UN and NGO partners.

All the GAP end-of-year reports are available on OCHANet.

## Gender Focal Points 2010

Branch and field-based gender focal points act as the point of contact on gender equality programming in humanitarian assistance for the branch/field office. For terms of reference, please see tool 7 in the OCHA Gender Equality Tool Kit on <http://www.ochaonline.un.org/gender>.

### Office of the USG, DSG, Dir New York and Dir Geneva

FRONT OFFICE

Dir NY

DIR GVA

### HQ Branch/Sections

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<b>FCS</b>	Caroline Peguet
<b>GCMS</b>	Randa Hassan
<b>HCSS</b>	Aiobheann O'Keefe
<b>HSU</b>	Max Schott
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### Regional Offices

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<b>ROMENACA</b>	Amal Saeed
<b>ROSEA</b>	Odile Bulten
<b>ROWCA</b>	Erin Shiffer, Odette Sarr

### Country Offices

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<b>COTE D'IVOIRE</b>	Desire Ahoua Kouande
<b>DRC</b>	Godlieve Silupa
<b>ERITREA</b>	Esayas Ande
<b>ETHIOPIA</b>	Vincent Lelei, Tsigemariam Yohannes
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<b>HAITI</b>	
<b>INDONESIA</b>	Faizal Thamrin, Whayu Srigandani
<b>IRAQ</b>	Tammie Harris
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<b>MYANMAR</b>	Edmore Tondhlana
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<b>PHILIPPINES</b>	
<b>SOMALIA</b>	Angela Valenza
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<b>UGANDA</b>	
<b>ZIMBABWE</b>	Pios Ncube, Matilda Moyo
<b>YEMEN</b>	

## Summary of Gender Action Plans for Field Offices

This is a summary table of the GAPs submitted by the field offices. The table has been prepared by the Gender Advisory Team. In order to develop the present summary, broader categories have been created, based on the outputs from the different GAPs. These do not necessarily reflect the actual outputs found in the GAPs, but have been created to give an overview of the areas of work that are covered by the GAPs. Some outputs may also have been moved to other strategic objectives for the purpose of this summary. The complete GAPs are available on OCHAnet, and are the actual plans the respective offices must report on.

<b>Strategic Objective 1.1: Partnerships with a wider group of member states and regional organizations in support of humanitarian action</b>	
Output 2010	Indicators and targets
Broadened partnerships on gender in humanitarian action established	Chad, Nepal, Niger, ROMENACA, ROSEA
Gender equality promoted in projects formulated for the donors	Colombia
Advocacy for gender equality with member states and regional organizations	Kenya, Myanmar
Gender mainstreaming in CHF/ERFs	Colombia, DRC
<b>Strategic Objective 1.2: Relationships strengthened with a wider group of operational partners, and other relevant actors to advance humanitarian action</b>	
Output 2010	Indicators and targets
Advocacy for gender mainstreaming and/or on specific gender issues with operational partners and other relevant actors	Colombia, Ethiopia, Iraq, Myanmar, ROAP, ROMENACA, Zimbabwe
Partnerships to promote gender equality established/strengthened	Kenya, Myanmar, Nepal, Niger, ROLAC, ROMENACA, Zimbabwe
<b>Strategic Objective 1.3: Defined roles and responsibilities within OCHA and among international development and humanitarian partners to support governments and regional organizations in response preparedness</b>	
Output 2010	Indicators and targets
Gender mainstreaming in preparedness activities	Chad, Colombia, Myanmar, ROAP, ROLAC, ROWCA, Zimbabwe
Support to specific initiatives by government or UN agencies	Iraq, Myanmar, Nepal
Gender in OCHA preparedness guidance	ROLAC, ROMENACA



<b>Strategic Objective 1.4: Humanitarian response and response preparedness are underpinned by integrated analysis and rigorous learning</b>	
Output 2010	Indicators and targets
Ensure that sex- and age-disaggregated data is included in Sit Reps and other relevant reports and documents	Chad, Colombia, DRC, Ethiopia, Indonesia, Iraq, Kenya, Myanmar, Niger, ROAP, ROMENACA, ROLAC, ROWCA
Share lessons learned/trainings on gender	Colombia, Iraq, Nepal
Realize and include a gender analysis in needs assessments	Myanmar, Niger
Strengthen tools for better analysis, including gender, and response	Kenya, ROLAC
<b>Strategic Objective 2.1: Effective mechanisms that manage and support accountable humanitarian coordination leaders</b>	
Output 2010	Indicators and targets
Gender integrated in cluster/coordination mechanism activities/reporting	Chad, Colombia, DRC, Ethiopia, Indonesia, Myanmar, Nepal, ROLAC, Somalia, Zimbabwe
Gender issues are included in support to HC	Colombia, Indonesia, Myanmar, ROMENACA, ROSEA, ROWCA, Somalia
PSEA network functional/training and awareness raising on SEA	DRC, Kenya, ROAP, Somalia, Zimbabwe
Functional gender and/or GBV network	DRC, Indonesia, Niger, Zimbabwe
<b>Strategic Objective 2.2: An OCHA capable of responding quickly with clear triggers for establishing, phasing and drawing down operations</b>	
Output 2010	Indicators and targets
Gender is included as a benchmark in operational adjustments	Colombia, Nepal
<b>Strategic Objective 2.3: A more predictable and scalable suite of OCHA services and tools to support leaders and partners in response preparedness, humanitarian response, and transition</b>	
Output 2010	Indicators and targets
Sex- and age-disaggregated data collected and used and gender perspective included in all tools related to preparedness and contingency planning	Chad, Colombia, Ethiopia, Indonesia, Iraq, Kenya, Myanmar, Nepal, Niger, ROLAC



Tools developed based on Gender Handbook	Ethiopia, Myanmar
Gender mainstreamed in advocacy and information products	Colombia, DRC, Kenya, Nepal, Niger, ROAP, ROLAC, ROMENACA, ROSEA, Somalia
<b>Strategic objective 2.4: A more systematic coordination of the common humanitarian programme cycle (needs assessment and analysis, joint planning, fundraising and resource allocation and monitoring and evaluation)</b>	
<b>Output 2010</b>	<b>Indicators and targets</b>
Sex- and age- disaggregated data and gender analysis as an integrated part of needs assessment, analysis and joint planning	Chad, Colombia, DRC, Ethiopia, Indonesia, Iraq, Kenya, Myanmar, Nepal, Niger, ROAP, ROMENACA, ROSEA, ROWCA, Somalia, Zimbabwe
Gender marker in place in selected CAPs, CERFs and CHFs	Ethiopia, Myanmar
Gender integrated in office work plans	Ethiopia, Kenya, Nepal, ROMENACA
<b>Strategic Objective 3.1: Effective, timely, transparent and accurate financial, budgetary and resource management and reporting</b>	
<b>Output 2010</b>	<b>Indicators and targets</b>
Earmarked budget for development of gender/GBV trainings	Colombia
Gender-sensitive budgeting in resource mobilization	Nepal
<b>Strategic Objective 3.2: Adequate and timely recruitment, deployment and retention of qualified and diverse staff</b>	
<b>Output 2010</b>	<b>Indicators and targets</b>
Take steps to achieve gender balance in staffing	Chad, Colombia, DRC, Ethiopia, Indonesia, Kenya, Myanmar, ROAP, ROSEA, ROWCA, Somalia, Zimbabwe
Gender as a required competency in recruitment	Colombia
Gender balance in surge	Iraq, ROSEA, ROMENACA, ROWCA
GenCap deployment	ROSEA

Strategic Objective 3.3: Improved organizational learning and development to achieve better results	
Output 2010	Indicators and targets
E-learning course completed by staff	Colombia, Ethiopia, Indonesia, Iraq, Niger, ROSEA, ROWCA, Somalia
PSEA sessions/training for OCHA staff	Colombia, Ethiopia, Kenya, Myanmar, ROAP, ROMENACA, Somalia, Zimbabwe
Gender mainstreamed in trainings	Ethiopia, Kenya, Myanmar, Niger, ROMENACA
Trainings on gender/GBV organized/attended	DRC, Ethiopia, Indonesia, Iraq, Kenya, Myanmar, ROAP, ROMENACA
Awareness raised on OCHA gender policy	ROLAC
Gender focal point given necessary support	DRC, Zimbabwe

## Gender Action Plan for HQ branches in Geneva and New York

The compilation of outputs for HQ branches includes the GAPs for CISB, CRD, CERF, DPSS, ESB, ERSMB, HCSS, HSU and PDSB.

Strategic Objective 1.1: Partnerships with a wider group of member states and regional organisations in support of humanitarian action		
Output 2010	Indicators and targets	Lead entity
Improved public messaging and outreach campaigns in order to increase financial and political support for CERF.	CERF website content updated in a timely manner. Highlight gender-based allocations in web stories, where appropriate	CERF
CERF Annual Report	CERF Annual Report to include gender dimension.	CERF
SG's report on CERF	CERF SG report to include gender dimension.	CERF
Strengthened capacity of national and regional authorities on internal displacement and protection responses in complex emergencies and natural disasters	Gender concerns incorporated in workshop materials on mainstreaming displacement and protection in natural disasters and CE settings	DPSS
Strengthened capacity of national and regional authorities on internal displacement and protection responses in complex emergencies and natural disasters	Gender concerns incorporated in country level advocacy strategies	DPSS
Issues pertaining to gender raised with MS as part of GCMS' advocacy and resource mobilization role where relevant	Gender advocacy messages & issues highlighted with MS on a regular basis	ERSMB
Promote gender issues with Member States, including through the intergovernmental organs of the UN	Analysis of gender issues in the reports of the SG to ECOSOC and the GA	PDSB
	Inclusion of language on gender-related issues in UN legislation, including intergovernmental resolutions	PDSB
Gender-specific POC concerns inform analysis and policy development in key activities and key policy documents where relevant	Included in Expert Group Briefings; SG's report; ERC briefings to the SC	PDSB

Strategic Objective 1.2: Relationships strengthened with a wider group of operational partners, and other relevant actors to advance humanitarian action		
Output 2010	Indicators and targets	Lead branch
Introduction of collaborative community networks, including those focusing on gender issues, reinforces relationships with diverse actors engaged in crises and disasters	Active social media networks focusing on gender issues supported, facilitated or targeted in response to user demand	CISB
Promote UN-NGO joint advocacy and PI initiatives.	GBV Advocacy campaign is developed and Stop Rape Now global television PSA is launched in collaboration with UN agencies, NGOs, UN Goodwill Ambassadors and other prominent figures in the field of GBV.	CISB
The participation of women in UN-CMCoord training events increases	25% women participation in the UN-CMCoord Training Programme A minimum of 20% women participation per training event	ESB
The UN-CMCoord Training Gender Action Plan is updated and disseminated among partner training institutions for wider implementation	Publication of an updated UN-CMCoord Training Gender Action Plan for larger dissemination and implementation	ESB
Issues relating to gender raised with operational partners as part of GCMS' coordination, advocacy & resource mobilization role where relevant	Gender concerns highlighted with operational partners on a regular basis	ERSMB
Workshops relating to appeals highlight gender among participants	Gender concerns highlighted in workshops on appeals	ERSMB
OCHA information on relationships strengthened and mapped	Mapping includes gender dimensions and incorporates enhanced partnership with entities working for gender equality	PDSB (contributor)
	Mapping of actions to prevent sexual violence by armed groups	PDSB (contributor)
OCHA's contribution to ECHA/ECPS UN and NGO Task Force on PSEA and UN Action, AoR for GBV and the IASC SWG ensures full integration of gender and humanitarian action	OCHA co-leads PSEA Task Force	PDSB/ Front Office

Strategic Objective 1.4: Humanitarian response and response preparedness are underpinned by integrated analysis and rigorous learning		
Output 2010	Indicators and targets	Lead branch
An editorial strategy that incorporates the gender dimensions of humanitarian reporting and analysis	Draft strategy discussed at the annual MYR meeting, endorsed and released by end June	CISB
Analytical products delivered using sex- and age-disaggregated data from academic or research partners	Informal or formal arrangement to collaborate on delivering analytical products using sex- and age-disaggregated data	CISB
Ensure that OCHA's Early Warning and preparedness, including Contingency Planning documents/systems or processes and any other developed documents include gender perspectives, especially with regard to the impact of crises on women.	Documents/systems include provisions for measuring potential humanitarian impact on women, girls, boys and men and make recommendations to mitigate the unique risks. Target: 100% of documents/systems for early warning and contingency planning include gender perspectives with regard to impact of crisis on women.	CRD
Linkages have been created between GenCap and ProCap to mainstream gender and protection into humanitarian response	One ProCap technical workshop includes consultation and training focused on synergies between gender and protection	DPSS
UN-CMCoord lessons observed to incorporate a gender dimension/analysis	Each post-deployment debriefing to incorporate a gender perspective	ESB
A gender dimension is taken into account for CMCS/UN-CMCoord Officers' participation in preparedness activities	Equitable participation of women UN-CMCoord Officers in military exercises	ESB
All training sessions on human security considers gender aspects	Number of training sessions which includes gender perspectives (Target 100%)	HSU
All project visits by HSU staff assess gender aspects	Number of project visits assessing gender aspects (Target 100%)	HSU
The cross-unit, multi-disciplinary team responsible for assessing OCHA analytical capacities incorporates gender in its work	Gender included in findings and products developed by the team	PDSB
GAT participates and is consulted in work with options and models for linking field, regional and headquarters-based analysis	Gender, including use of sex and age disaggregated data, included in the options paper	PDSB

Strategic Objective 2.1: Effective mechanisms that manage and support accountable humanitarian coordination leaders		
Output 2010	Indicators and targets	Lead branch
Gender concerns are taken into account in ProCap SPO field assignments	In field assignments, ProCap senior protection officers have worked with GenCap counterparts to mainstream gender approaches into the protection response; debriefings and reports from ProCap SPOs reflect gender concerns	DPSS
Gender issues taken into account in review of cluster operational effectiveness	IASC action plan (developed based on cluster evaluation phase 2 findings) includes clear actions on strengthening cluster responsibility for incorporation of gender in response	HCSS
Priority given to equally qualified women in training, secondment and RCAC sponsorship.	(a) % of secondees who are women (b) % of trained HC Pool members who are women (c) % of HC Pool members sponsored for the RCAC who are women	HCSS
Global gender focal points engaged in operational and technical country coordination issues	% of cluster coordination fora in which representatives of IASC SWG on Gender actively participate	HCSS
Gender issues incorporated into all newly-developed policy and operational guidance	(a) Inter-cluster coordination guidance includes responsibility for gender issues (b) Guidance on transition of clusters includes responsibility for gender issues (c) Representatives of IASC SWG on gender provide input and feedback to all policy & operation guidance documents during 2010	HCSS
Gender integrated in all learning initiatives targeting humanitarian leaders at field level	(a) Gender issues referred to in Learning Needs Assessment, mapping study, and learning strategy for humanitarian coordination leaders (b) Induction workshop for new RCs includes discussions on responsibility of leaders to integrate gender in humanitarian response (c) Number of inter-cluster support missions which take account of gender concerns in humanitarian response (d) Number of country level workshops on humanitarian action which incorporate gender integration issues (e) Ratio of male/female facilitators and resource people in all training events	HCSS

Knowledge, skills and experience of humanitarian coordination leaders assessed against agreed benchmarks.	Gender considerations fully mainstreamed in benchmarks.	PDSB
Improved HC compacts used to improve management of Coordinators	Gender activities integrated into HC compacts.	PDSB
Support to the implementation of SCR 1820 and 1888	Technical assistance to OCHA offices	PDSB (w/ UN Action)
Surge capacity support to HCs	GenCaps system deploys 15 GenCaps to support Humanitarian Coordination and expands roster to 50	PDSB (through GenCap)
<b>Strategic Objective 2.2: An OCHA capable of responding quickly with clear triggers for establishing, phasing and drawing down operations</b>		
<b>Output 2010</b>	<b>Indicators and targets</b>	<b>Lead branch</b>
Gender concerns are identified and conveyed to relevant entities during GCMS' role in initial phases of emergency response.	Gender concerns proposed as a standing item in all relevant Task Force meetings & discussions	ERSMB
<b>Strategic Objective 2.3: A more predictable and scalable suite of OCHA services and tools to support leaders and partners in response preparedness, humanitarian response, and transition</b>		
<b>Output 2010</b>	<b>Indicators and targets</b>	<b>Lead branch</b>
Published news articles, analysis, film, radio and audio reports providing a gender perspective to humanitarian action, policy, protection, access and analysis, including gender-based violence and the development of tools that address gender inequalities in emergency response.	A minimum 10% published materials to contain a central or strong gender theme.	CISB
Ensure the requirement to collect sex- and age-disaggregated data is incorporated into OCHA IM Policy Guidance Framework and IASC IM Policy	OCHA IM Policy Guidance Framework states requirement to collect sex and age-disaggregated data. IASC IM Policy states requirement to collect sex- and age-disaggregated data	CISB
Promote gender issues on OCHAonline and address them on OCHA Intranet.	Gender issues are prominently addressed on OCHAonline and OCHA Intranet.	CISB
Hard-copy publications with a strong gender theme.	Two books published	CISB



Capacity of OCHA staff to support broader protection response, including to internal displacement, in complex emergencies and natural disasters, is strengthened	Gender concerns mainstreamed in displacement and protection training workshops for OCHA staff	DPSS
Capacity of OCHA staff to support broader protection response, including to internal displacement, in complex emergencies and natural disasters, is strengthened	Gender concerns mainstreamed in guidance products/tools developed	DPSS
Continue to provide concrete guidance to CAP trainers	All CAP trainers are provided with materials such as the OCHA GE tool kit, the IASC Handbook on Gender in Humanitarian Action and the IASC Guidelines on GBV interventions.	ERSMB
Continue promoting gender dimension in all CAP guidelines, policies and trainings	CAP guidelines, policies and trainings include a gender component	ERSMB
Encourage balanced participation of qualified men and women government representatives in UN-CMCoord Familiarization Modules	Equitable participation by women in UN-CMCoord Familiarization Modules requested by Member States	ESB
All policy development and outreach activities include a gender perspective	Number of dissemination and advocacy activities (policy papers, speeches, public events, etc.) which also underline gender aspects of human security (Target 100%)	HSU
HSU website includes updated section with gender & human security-related documents	Number of materials/documents on gender & human security on the website	HSU
Development of guidelines on Incorporating Gender Equality Analysis in Evaluation Activities at OCHA	Guidelines revised, finalized and disseminated	PDSB
Agreed predictable suite of OCHA services	OCHA responsibilities for IA coordination on gender, including PSEA clarified, through a policy instruction on PSEA and revision of the gender equality policy	PDSB/EO
Implementation of PSEA review recommendations	Follow-up undertaken to support implementation of Review's recommendations, including: (1) facilitating establishment of a system-wide accountability framework, and (2) integration of PSEA into the clusters	PDSB/EO

Gender mainstreamed in new OCHA and IASC-endorsed tools, policies, guidance, frameworks, products, etc. as appropriate, and data disaggregated by sex and age in all needs assessments, etc.	Contributed to production of PSEA toolkit (inclusive of tools developed by ECHA/ECPS task force on PSEA)	PDSB
<b>Strategic objective 2.4: A more systematic coordination of the common humanitarian programme cycle (needs assessment and analysis, joint planning, fundraising and resource allocation and monitoring and evaluation)</b>		
<b>Output 2010</b>	<b>Indicators and targets</b>	<b>Lead branch</b>
Guidance/templates, training and support provided on CERF as well as on the proper and complementary use of the humanitarian financing mechanisms	Updated CERF guidelines/SOPs and policies and where appropriate, gender-related issues included in each document	CERF
Online version of CERF application template in place	Completed by the end of Q4, online application will contain gender element	CERF
Training package on CERF strengthened	Where appropriate, training materials on application and reporting to include gender dimension. Six training workshops to include gender training for application and reporting	CERF
Support the use of a gender tracking tool I humanitarian crises with a CAP	Data on gender marker for CERF for 3 pilot CAP countries	CERF
Narrative reports from RC/HCs received on time and reviewed	Summary paper analyzing trends to be started Q3 will include gender analysis	CERF
GA mandated five year evaluation on the Fund to be initiated	TORs and outline to be in place by May 2010, evaluation will include a gender dimension	CERF
Review CAPs, CERF requests, situation reports and other documents produced by CRD and CO/RO to ensure the disaggregation of needs and capabilities by age and gender are addressed	Percentage of documents reviewed by desk officers containing data disaggregated by age and sex. Target: 100% of documents reviewed by desk officers include CRD input for disaggregation of needs and capabilities by age and sex	CRD
Increased awareness of gender concerns in the protection response by the members of NGO standby rosters	Gender materials and discussion included in 3 ProCap training workshops and reflected in training materials; GenCap advisers participate in ProCap training	DPSS

Through its role as chair of the IASC CAP sub-working group, continue to encourage agencies to dedicate their gender focal points to CHAP development at field level.	The issue of sending gender experts to CHAP development workshops is regularly raised in CAP SWG meetings	ERSMB
Better analysis of gender programming in humanitarian crisis through use of gender tracking tool for planning and funding mechanism	Gender Marker tool piloted and reviewed in selected target CAPs in 2010	ERSMB/ PDSB/ CERF/ FCS
All approved concept notes and approved project proposals submitted to the UNTFHS consider gender aspects	Number of approved concept notes and approved project proposals submitted to the UNTFHS that includes gender aspects in proposed activities. (Target 100%)	HSU
Evaluations of OCHA-managed pooled funding mechanisms inclusive of analysis of gender.	100% of ESS-managed evaluations of OCHA-managed pooled funding mechanisms inclusive of analysis of gender.	PDSB
<b>Strategic Objective 3.2: Adequate and timely recruitment, deployment and retention of qualified and diverse staff</b>		
<b>Output 2010</b>	<b>Indicators and targets</b>	<b>Lead branch</b>
Improved compliance with the HRAP	40% female staff representation in P+ categories	CERF
Staffing structure ensures effective function of CERF	Measures taken to improve the gender balance at all levels and in all categories (regular/short-term, G/P, JPOs, interns, secondments)	CERF
Improved gender balance throughout all job types and grade levels	Number and type of measures taken to promote the recruitment and retention of female staff; staff gender balance analysis (Target: 50:50)	CISB
A gender dimension is taken into account for CMCS/UN-CMCoord Officer field deployments. Women candidates are encouraged to apply to vacancy announcements for UN-CMCoord positions	Balanced deployment of qualified women and men UN-CMCoord officers to humanitarian emergency operations Target - 30% of women UN-CMCoord Officers recruited/deployed	ESB
Gender balance pursued in surge rosters and deployments where relevant and possible	Gender balance in ERR and ASP roster modality where feasible and required. Gender balance in overall surge deployments where feasible and required	ESB
Strong representation of women amongst PIC regional planning officers	At least 50% of PIC RPOs are women	ESB

Gender balance is achieved in staffing	% of recruitment processes for HCSS which take into account gender balance and positively consider qualified female candidates for vacant posts	HCSS
When appropriate, gender balance in HSU mission teams (evaluation, monitoring, and training)	Number of gender balanced mission teams. (Target: 100% if 2 or more people in mission team)	HSU
<b>Strategic Objective 3.3: Improved organizational learning and development to achieve better results</b>		
<b>Output 2010</b>	<b>Indicators and targets</b>	<b>Lead branch</b>
Internal staff training conducted on a regular basis	Refresher gender workshop conducted by GAT by end of Q2. Workshop on SGB and related policy shifts	CERF
Improved staff awareness and knowledge of gender issues	Prioritization of gender training in staff PAS development goals; 100 percent completion of OCHA gender awareness training when made available.	CISB
Ensure that the gender focal point (GFP) has the necessary support to carry out his/her tasks.	Quantity of support and staff time allotted in support of the thematic responsibilities of the GFP. Target: 2 consultations on important gender issues affecting the Division held with CRD Director or the Deputy Director	CRD
1) Identify training needs for CRD Desk Officers 2) Share materials and any updates from the Gender Action Team (GAT) with the DOs 3) GAT and GFP hold meetings with all sections to review status of Field GAPs in May and a feedback meeting in October	1) Number of briefings organized based on the identified needs 2) Percentage of participants that have gained an enhanced understanding on implementing gender equality programming 3) Percentage of DOs have received gender equality updates and materials from GFP 4) Number of meetings conducted with each section Target: 1) 1 refresher training organized. 2) 100% of participants confirm increased awareness on gender equality programming 3) 100% DOs received gender related materials and updates from the GFP. 4) 2 meetings per Section held (May and October)	CRD

Integrate gender perspective into all training tools developed by the section and at the IASC level	All EWCP training tools include guidance on integrating gender perspectives into risk analysis, early warning, contingency planning, and preparedness actions. Target: 100% of training tools developed by the section and at the IASC level integrate gender perspectives	CRD
Gender mainstreaming in surge training	Gender issues adequately mainstreamed in surge training	ESB
Gender mainstreamed in all training for OCHA staff	Number of workshops and/or training targeting OCHA staff, either organised or co-facilitated by HCSS, which include messaging on incorporating gender in humanitarian response	HCSS
Gender fully incorporated into organization learning and development	Gender action plan developed For GAT: 100% of HQ branches/units have GAT; 75% of FOs/ROs	PDSB
	E-learning rolled out to 20 countries	PDSB
Recommendations from the Gender Equality Policy Review included in planning process	Recommendations are included in 2011 strategic plan and summarized in clear indicators that all OCHA must report on	SPU/ all OCHA

All branches/sections/units and field and regional offices are requested to develop, submit and report on a Gender Action Plan. For assistance, contact the Gender Advisory Team: Kate Burns ([burns@un.org](mailto:burns@un.org)) and Stian Bergeland ([bergeland@un.org](mailto:bergeland@un.org)).

For assistance related to activities on Prevention of Sexual Exploitation and Abuse, contact Ariana Kahn ([kahna@un.org](mailto:kahna@un.org))